

**BY ORDER OF THE SECRETARY OF THE
AIR FORCE**

AIR FORCE INSTRUCTION 36-102

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Personnel

**BASIC AUTHORITY AND RESPONSIBILITY
FOR CIVILIAN PERSONNEL MANAGEMENT
AND ADMINISTRATION**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements AFD 36-1, *General Civilian Personnel Provisions and Authorities*. It gives the directive requirements for basic authority and responsibility for the Air Force Civilian Personnel Program at the installation level. Authority and responsibility to manage personnel follows the Air Force chain of command. This concept is essential in the assignment of mission responsibilities from the Secretary of the Air Force to the Chief of Staff, and, successively, to commanders of major commands or comparable organizations, subordinate commanders, and on down to first-level supervisors. Each level in the chain of command has personnel management responsibilities, from overall direction and guidance at the top management level to immediate supervision at the operating level.

(USAFE) AFI 36-102, 18 February 1994, is supplemented as follows: This supplement applies to all United States Air Forces in Europe (USAFE) units. It does not apply to US Air Force Reserve or National Guard units. Maintain and dispose of records created as a result of prescribed processes in accordance with Air Force Manual (AFMAN) 37-139, *Records Disposition Schedule*.

SUMMARY OF REVISIONS

This is the first publication of AFI 36-102, substantially revising AFR 40-102.

(USAFE) Updates office symbol from DPCI to DPCP.

1. Delegation of Appointing Authority. Appointing authority as defined in AFD 36-1 is granted by the Congress to the Secretary of the Air Force who delegates it to the installation commanders assigned a civilian personnel flight. Exceptions are:

- The appointing authority at HQ USAF is the commander of the Air Force District of Washington.

- The appointing authority for 32 United States Code (U.S.C.) National Guard technicians who are Air Force civilian employees is the State Adjutants General.
- The appointing authority for nontechnician (5 U.S.C.) Air National Guard employees is the Commander of Air National Guard organizations who are assigned a civilian personnel flight.
- The appointing authority for employees who are covered by interagency servicing agreements under AFI 36-105, *Civilian Personnel Servicing Arrangements* (formerly AFR 40-105), is the commander of any organization who enters into such agreements. (These commanders may not effect a personnel action but may direct that a specific civilian personnel action be taken, corrected, or canceled to comply with a law, policy, directive, or procedure.)

1. (USAFE) Within USAFE, the exception is the civilian personnel officers (CPO) also acts for the commander in administering this authority for local national employees paid from nonappropriated funds.

1.1. Appointing authority may only be held by a commander on extended military service or by a designated full-time Federal civilian employee.

1.2. The appointing authority cannot make changes in legal requirements or in the policies issued by the Federal central civilian personnel agencies (Office of Personnel Management, Merit Systems Protection Board, Federal Labor Relations Authority, or the Equal Employment Opportunity Commission), the Department of Defense, or the Air Force. Some instructions in the 36 series assign authority and responsibility for the subject area they cover to specified positions, organizations, or organizational levels. Usually, this is done for those actions based on the use of appointing authority. If there is no specific restriction, the authority and responsibility follows the established channels of command and commanders may delegate their authority to any appropriate subordinate level.

2. Supervisors' Responsibilities. As a minimum, management must give supervisors authority and responsibility to:

- Select employees and ensure their proper placement and use.
- Recommend employees for promotion and reassignment.
- Assign duties and certify the accuracy of position descriptions/core documents.
- Establish work standards and evaluate employee performance and conduct.
- Recognize superior performance.
- Identify training needs; conduct on-the-job training; and evaluate training results.
- Resolve complaints and grievances and maintain discipline.
- Make personnel management decisions that control costs.

2.1. Supervisory duties are to be performed without regard to race, color, religion, sex, national origin, age, handicapping condition, marital status, political party, or any other nonmerit factor; and observe strictly all merit system principles and prohibited practices.

3. Merit System Principles. All staff officials, managers, and supervisors with Civilian Personnel Program responsibilities must preserve the following principles:

- Treat employees fairly.
- Recruit and place employees effectively.
- Motivate and retain employees.

- Develop employees.

4. Prohibited Personnel Practices. All persons with authority to take, direct others to take, recommend, or approve any personnel action are prohibited from the following:

- Discriminating because of nonmerit factors.
- Using influence unlawfully.
- Taking reprisals.
- Violating other merit principles such as taking (or failing to take) any personnel action in violation of a law, rule, or directive that implements the merit system or concerns them directly.

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